

# Equalities Impact Assessment: Full Assessment

Before completing this form you should have completed an Equalities Screening Tool and had sign off from your Head of Service and the Fairness and Equality Team.

This Equality Impact Assessment should be completed where the Screening Tool identifies a potentially negative impact on one or more specific groups but it can also be used to highlight positive impacts.

## Summary of proposal

Name of proposal	Resident Experience Programme
Reference number (if applicable)	
Service Area	
Date assessment completed	01/03/23

Before completing the EQIA please read the guidance and FAQs. For further help and advice please contact [equalities@islington.gov.uk](mailto:equalities@islington.gov.uk).

# 1. Please provide a summary of the proposal.

Please provide:

- Context on how the service currently operates (if relevant) and the scope of suggested changes
- The intended beneficiaries and outcomes of the proposal
- Reference to any savings or income generation

Prior to the pandemic the council recognised the need to transform its resident services and address years of under-investment in its front door services. A programme was set up and starting to take shape when the pandemic hit.

The Council rapidly adapted to providing a whole range of new, and differing, services and priorities during the pandemic very successfully. Following on from the pandemic the Council reopened its front door services, and with the growing complexity of resident needs and the previous lack of investment, the whole system has come under significant strain.

This has provided the Council with the impetus to restart, and reset, the Resident Experience Programme and accelerate its delivery of real, tangible front door service improvements.

All work carried out as part of this programme will be done in line with the following set of design principles to ensure residents are at the centre of our service and process design:

- Simple, accessible, inclusive services designed to deliver the best outcomes for our residents and designed in coproduction with residents.
- Our mantra is to support residents to get their query resolved right first time using strength based conversations with a focus on early intervention.
- Open, honest conversations with our residents from the first point of contact to set expectations, whilst keeping our promises and proactively managing cases.
- Focus on getting it right first time to prevent avoidable / duplicate contact, which is an added cost to both the resident and the Council.
- A consistent resident experience no matter how residents choose to access Council services.
- Opening hours and access to services reviewed in line with our resident's expectations and priorities.
- Culture of continuous improvement of resident facing services using a continuous customer feedback loop and up to date information to support transformation.
- Always considering access to services for those that are digitally excluded, or may not be able to use this type of channel easily.

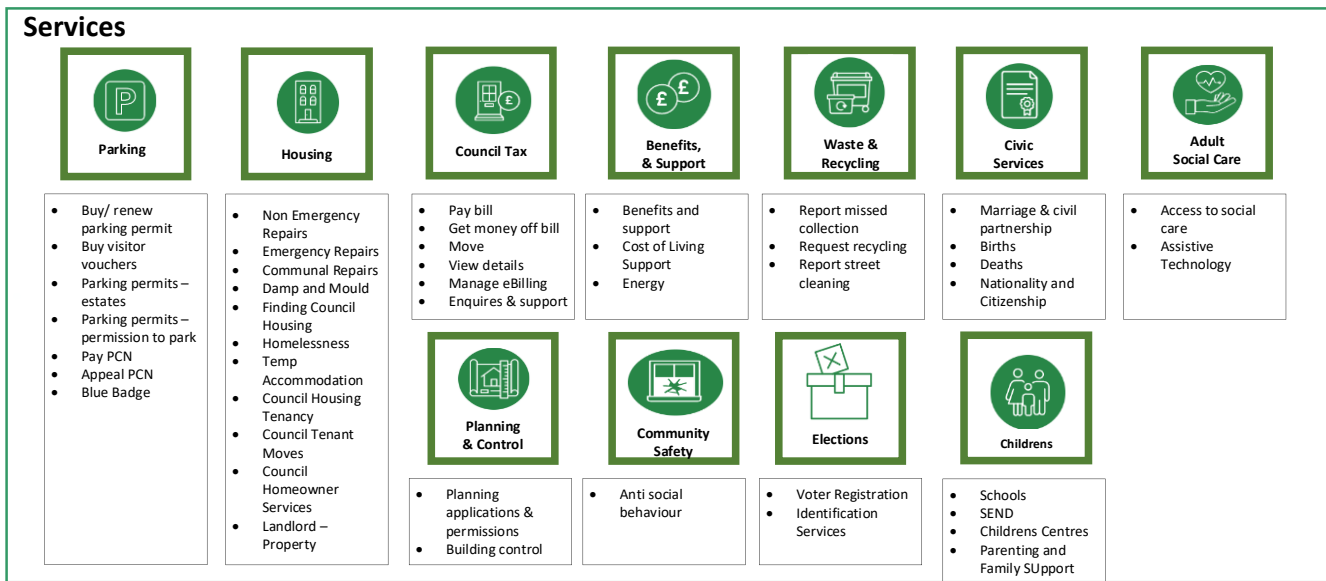
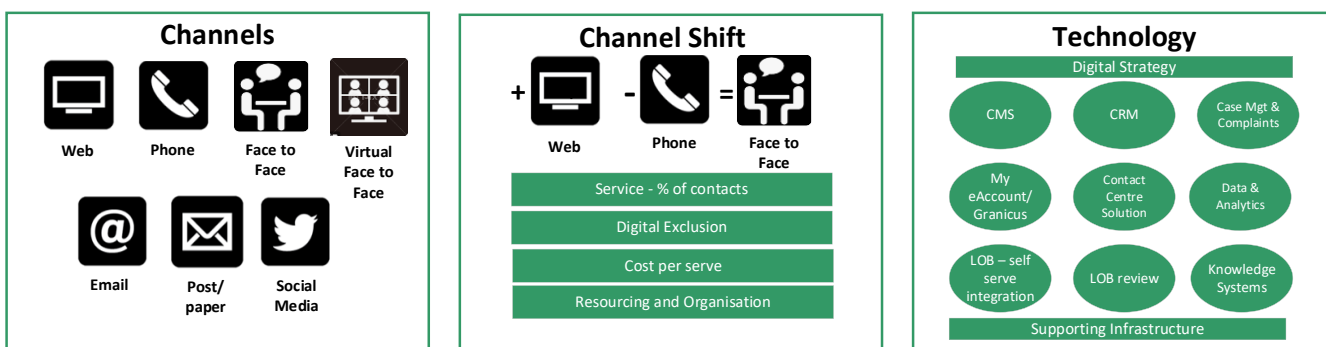
This programme sets out to make the best use of technology to accelerate channel shift from traditional, and costly, channels such as a face to face and telephone to digital by making it the channel of choice whilst always considering access to services for those that are digitally

Please provide:

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excluded. To achieve this, the Council will invest in redesigning all our digital, telephone and face to face channels.

The diagram below shows a high-level view of the ambitious scope of the programme agreed by the Resident Experience Programme Board.



## 2. What impact will this change have on different groups of people?

Please consider:

- Whether the impact will predominantly be external or internal, or both?
- Who will be impacted – residents, service users, local communities, staff, or others?
- Broadly what will the impact be – reduced access to facilities or disruptions to journeys for example?

The implementation of the new system will impact both staff and residents.

### **Staff**

The Resident Experience Programme will provide staff with the tools and training to help provide high quality resident experience. The programme aims to impact staff in the following ways:

- Provide training to ensure staff have an empathetic, professional, engaging, “can do” and honest tone of engagement with residents no matter what channel the resident uses.
- Provide our staff with the right tools, systems, information, training and support so that they are empowered, knowledgeable and flexible enough to deliver the best services for our residents.
- Investing in our resident facing staff, so pay and conditions and career paths are competitive, fair and support the attraction and retention of excellent resident facing staff.
- Staff are encouraged and rewarded for continuous improvement of our resident services.
- Develop ownership within staff to support getting the right resolution for our residents at the first point of contact.

### **Residents**

The Resident Experience Programme will deliver significant improvements to the experience residents receive when contacting the council. All of our resident facing process will be reviewed and re-designed to ensure:

- Resident journeys built around resident feedback and best practice.
- Consistent, simplified, streamlined resident facing processes.
- Clear service levels in line with resident expectations

- Reduced handoffs, eliminate blockages, speed up resolution and reduce costs to serve.
- Costs to serve understood for each transaction and service we provide.

Our digital channels will deliver:

- Online transactions designed so they are accessible, simple, clear, quick, convenient and easy to complete on both smartphones and desktop devices such as laptops or tablets.
- Make it simple for residents to access My eAccount. One sign on, easy registration and verification.
- Ensure all “simple” interactions can be accessed and fully completed online so that it becomes the easiest, most convenient way to contact the Council and the “channel of choice” for our residents.
- Provide access to “supported” transactions online with webchat and chatbots to support the more complex online transactions and discourage residents abandoning the digital channel for telephone or face to face.
- Web chat and chatbots to support residents to complete their transactions online.
- Promote our digital channels at every opportunity when we are contacted through other channels.
- Redesign transactions that require PDF completion and replace with interactive Forms which lift customer information from our systems (and partners systems) so that they don’t have to type in information we already hold about them.
- Online transactions will provide residents with clear information on what happens next and when. We will keep our promises and always get back to the resident in the timescales we promised.
- Exploit technology for automation of resident facing transactions so that decisions can be made during the transaction itself and integrated with our Line of Business Applications (where appropriate and where this is affordable and good value for money).
- Create digital solutions flexible enough to rapidly respond, and evolve, to the changing needs and priorities of our residents.

The ambition for our telephony channels is to:

- Focus on “**Supported**” and “**Complex**” queries as well as “Simple” transactions for those digitally excluded.
- Phoning the council is free and does not cost our residents money to access services.
- Contacts are routed to right person with the right skills, first time.
- Simple, intuitive call routing (IVR), residents knowing how long they will wait in a queue and with updates as they progress through queue.
- Call back options for residents if they are unable to wait.

- Messaging to promote digital channels with option to have weblinks texted to residents who wish to self serve.
- Residents will not need to wait longer than "X" mins to speak to us. (to be defined from resident research)
- Our contact centre agents have access to all the systems, information and training to resolve the resident's query at first point of contact.

Face to face channels will be:

- Focused on "**Supported**" and "**Complex**" queries as well as "**Simple**" transactions for those digitally excluded.
- Delivered through a network of modern, welcoming face to face venues with staff that can help.
  - Access Islington Upper Street
  - "Fairer Together" Hubs – South, Central, North
  - Community Centres
  - Libraries
  - Children's front door services.
- Online access for those digitally excluded with staff able to provide support and guidance.
- Core set of services for each type of venue, but ability to access virtual face to face conversations with officers via "Teams booths".

### 3. What impact will this change have on people with protected characteristics and/or from disadvantaged groups?

This section of the assessment looks in detail at the likely impacts of the proposed changes on different sections of our diverse community.

### 3A. What data have you used to assess impacts?

Please provide:

- Details of the evidence used to assess impacts on people with protected characteristics and from disadvantaged groups (see guidance for help)
- A breakdown of service user demographics where possible
- Brief interpretation of findings

The resident experience programme is intended to have a positive impact all residents who contact the council.

The data collection and reporting tools will help support a greater understanding of residents contact reasons and needs. This intelligence will be especially important to provide support for vulnerable and minority groups.

3B: Assess the impacts on people with protected characteristics and from disadvantaged groups in the table below.

Please first select whether the potential impact is positive, neutral, or negative and then provide details of the impacts and any mitigations or positive actions you will put in place.

Please use the following definitions as a guide:

Neutral – The proposal has no impact on people with the identified protected characteristics

Positive – The proposal has a beneficial and desirable impact on people with the identified protected characteristics

Negative – The proposal has a negative and undesirable impact on people with the identified protected characteristics

Characteristic or group	Positive/Neutral/Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced?
Age	Positive	The programme will deliver enhancements to all existing channels, deliver new digital channels and ensure opening hours and access to services are reviewed in line with the expectations and priorities of our residents across all age groups.	Access to a greater range of channels over a longer period of time will be designed to support residents of all ages.



Characteristic or group	Positive/Neutral/Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced?
Disability (include carers)	Positive	Through the develop a single, accurate, integrated and up to date view of our residents through investment in our systems, data and analytics contact channels will be designed to ensure they meet the needs of residents (and carers) with disabilities.	Improved data collection and feedback will enable proactive demand management for those who need it and will enable a culture of continuous review, and improvement, of services for residents with a disability (and their carers).
Race or ethnicity	Positive	The programme will design processes and resident facing services to support delivery of targeted messaging to support specific groups or to divert calls directly to teams that can provide help.	As resident experience improvements are embedded and further enhanced opportunities to integrate language line technology will be explored.

Characteristic or group	Positive/Neutral/Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced?
Religion or belief (include no faith)	Positive	The programme will design processes and resident facing services to support delivery of targeted messaging to support specific religious or faith groups including during periods of religious significance.	As resident improvements are embedded and customer feedback gathered improved targeted messaging will be delivered to support particular religious or faith groups.
Gender and gender reassignment (male, female, or non-binary)	Neutral	The programme will provide an improved experience and greater access to channels to give residents a wider choice of channel to contact us on. It will also provide opportunities to leave feedback on the service provided to allow further improvements to be made to support residents or all genders.	As resident improvements are embedded and customer feedback gathered improved targeted messaging will be delivered to ensure targeted support for residents.

Characteristic or group	Positive/Neutral/Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced?
Maternity or pregnancy	Positive	The resident experience programme will provide greater access to channels to give residents who are pregnant or on maternity leave a choice of channel to contact us on, making it easier to contact us at a time that suits them.	As resident improvements are embedded and customer feedback gathered improvements in will be designed and delivered to ensure targeted support for residents.
Sex and sexual orientation	Neutral	The resident experience programme will provide greater access to channels to give residents a choice of channel to contact us on, making it easier to contact us.	As resident improvements are embedded and customer feedback gathered improvements in will be designed and delivered to ensure targeted support for residents.

Characteristic or group	Positive/Neutral/Negative	What are the positive and/or negative impacts?	How will potential benefits be enhanced or negative impacts be eliminated or reduced?
Marriage or civil partnership	Neutral	The resident experience programme will provide greater access to channels to give residents a choice of channel to contact us on, making it easier to contact us.	As resident improvements are embedded and customer feedback gathered improvements in will be designed and delivered to ensure targeted support for residents.
Other Age (e.g. elderly) (e.g. people living in poverty, looked after children, people who are homeless or refugees)	Positive	Through the develop a single, accurate, integrated and up to date view of our residents through investment in our systems, data and analytics contact channels will be designed to ensure they meet the needs of residents of all ages.	Improved data collection and feedback from residents of different age groups will enable proactive demand management for those who need it and will enable a culture of continuous review.

## 4. How do you plan to mitigate negative impacts?

Please provide:

- An outline of actions and the expected outcomes
- Any governance and funding which will support these actions if relevant

No negative impacts have been identified as part of this proposal

## 5. Please provide details of your consultation and/or engagement plans.

Please provide:

- Details of what steps you have taken or plan to take to consult or engage the whole community or specific groups affected by the proposal
- Who has been or will be consulted or engaged with
- Methods used or that will be used to engage or consult
- Key findings or feedback (if completed)

Resident research will be a key deliverable of each programme deliverable. Research will be carried out with a wide range of residents who contact the council to:

- Understand current resident experience and the issues that may be encountered
- Translating insights into design concepts
- Using feedback gained to design resident journey maps across all channels
- Testing new design ideas with residents

## 6. Once the proposal has been implemented, how will impacts be monitored and reviewed?

Please provide details in the table below.

Action	Responsible team or officer	Deadline
Monthly reporting through Resident Experience Programme Board	Programme Director and Team	Monthly from Jan 2023
Monthly reporting on service levels and customer feedback	Access Islington Team Housing Repairs Team Homes and Community Safety Team	Monthly from Dec 2023

Please send the completed EQIA to [equalities@islington.gov.uk](mailto:equalities@islington.gov.uk) for quality checking by the Fairness and Equality Team. All Equality Impact Assessments must be attached with any report to a decision-making board and should be made publicly available on request.

This Equality Impact Assessment has been completed in accordance with the guidance and using appropriate evidence.

Member	Name	Signed	Date
Staff member completing this form			
Fairness and Equality Team			
Director or Head of Service			